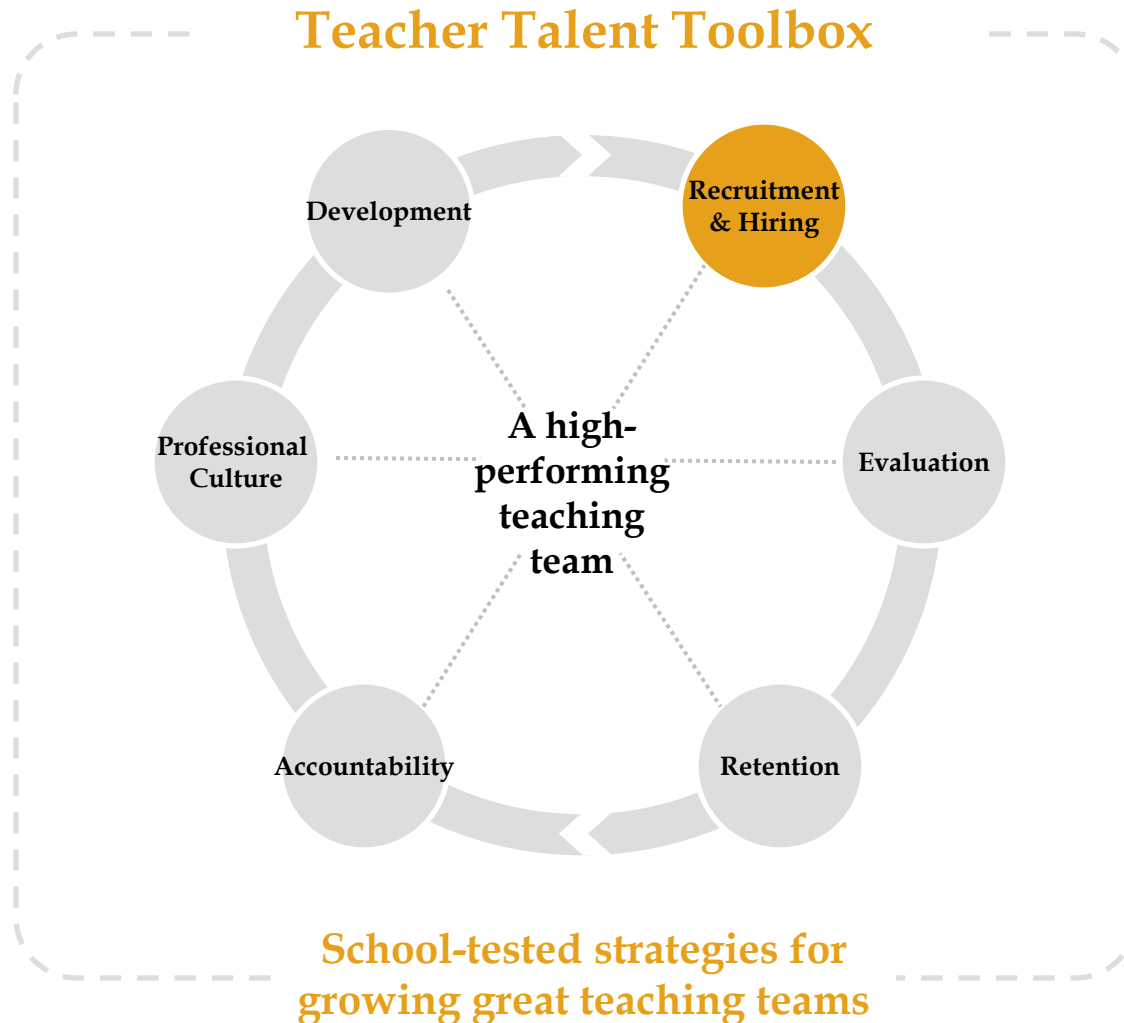


TEACHER TALENT TOOLBOX

Recruitment & Hiring

How a disciplined hiring process can help schools choose the right team.

The first step is choosing the right team. Recruitment and hiring can bring in strong teachers and set expectations for school culture.



Contents of the Recruitment & Hiring Toolkit

ESSENTIAL QUESTIONS

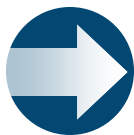
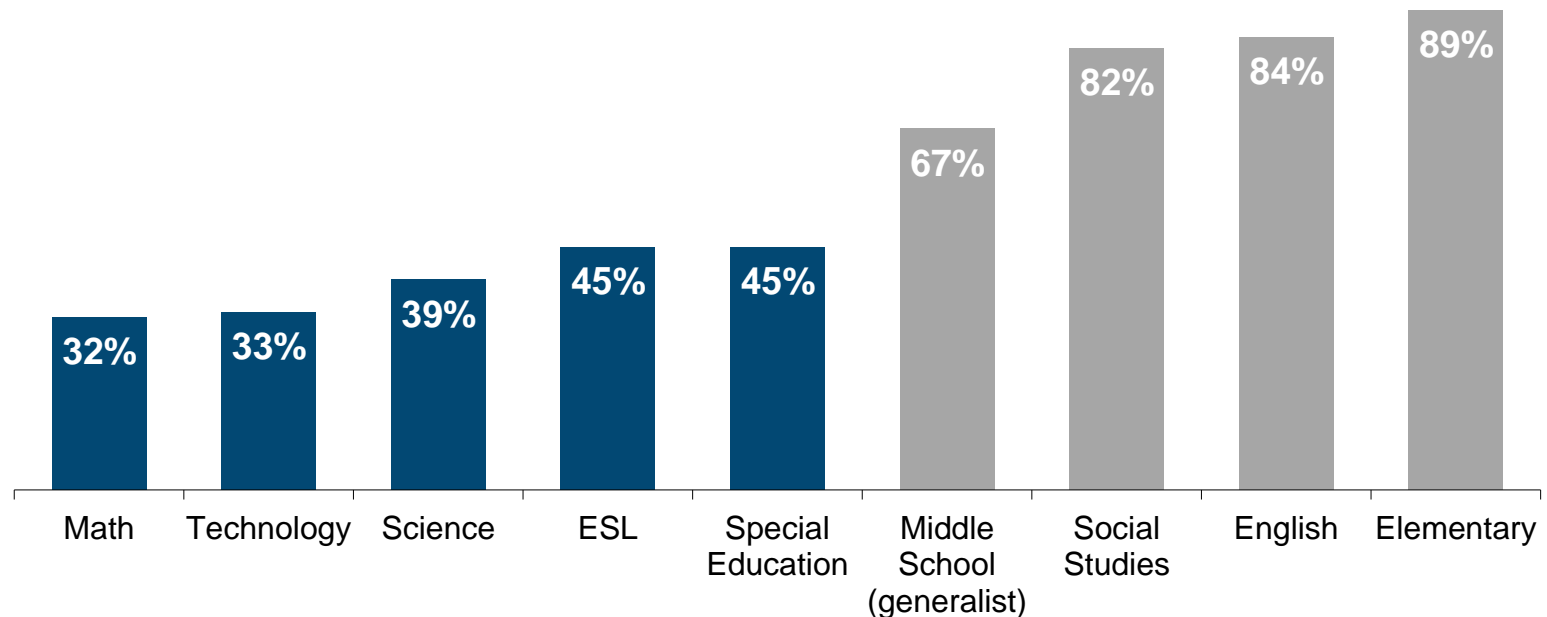
- Where can schools find candidates?
- What is the best way to structure a hiring process?
- How can schools determine and build the necessary capacity to support the process?
- How do you know if a candidate is a good fit for your school culture?
- How are expectations set for new hires?
- How can a hiring process be revised based on data?

TOOLS

- “Ideal Teacher” and job descriptions
- Hiring processes and timelines, including resume reviews, phone screens, interviews and demonstration lessons
- Selection criteria and rubrics
- Sample staffing structures
- Systems for analyzing recruitment data to improve practice

School leaders struggle to find enough applicants in select subject areas...

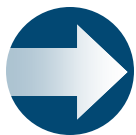
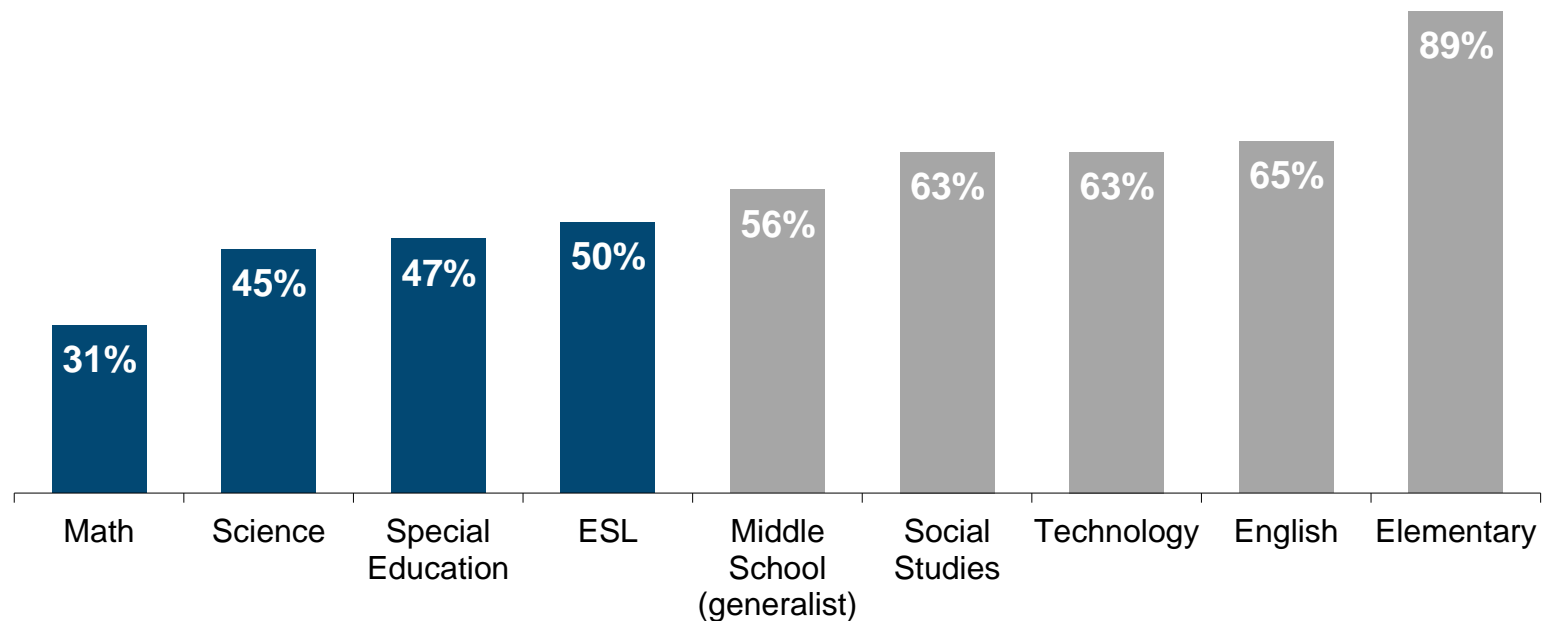
Percent of administrators “satisfied” or “very satisfied” with the QUANTITY of teacher applicants in the following subject areas



Less than **45 percent** of administrators are satisfied with the **quantity** of applicants in STEM subjects, ESL, and special education.

...and are dissatisfied with the quality of candidates in many areas.

Percent of administrators “satisfied” or “very satisfied” with the QUALITY of teacher applicants in the following subject areas



Less than **50 percent** of administrators are satisfied with the **quality** of applicants in math, science, special education, and ESL.

TNTP surveys show that schools with strong instructional cultures use a rigorous hiring and orientation process to set teacher expectations.



50+ SURVEY QUESTIONS
on school instructional culture

11,000 teachers
surveyed to date

300 schools
applying the results to develop
and retain great teachers

“MY INTERVIEW PROCESS WAS RIGOROUS.”

TEACHERS AT SCHOOLS
WITH **STRONG CULTURES**

71%



TEACHERS AT SCHOOLS
WITH **WEAK CULTURES**

47%



“THE HIRING AND ORIENTATION PROCESS SET ACCURATE EXPECTATIONS.”

TEACHERS AT SCHOOLS
WITH **STRONG CULTURES**

76%



TEACHERS AT SCHOOLS
WITH **WEAK CULTURES**

43%



Even schools with established hiring processes can be susceptible to pitfalls.

Common Hiring Pitfalls

Late Hiring

Waiting until the end of the school year or summer to recruit and hire limits a school's ability to compete for top candidates, including the strongest teachers and those who teach high need subject areas.

Lack of Rigor

Not consistently implementing multiple steps in the selection process can lead to poor assessment of a candidate's "fit" and skill and result in candidates lacking a clear understanding of what is expected of teachers at the school.

Limited Data

Failing to track application and hiring data, or not differentiating information for important subgroups of teachers – whether high performing, high need subject areas, or diverse candidates - hinders efforts to revise the process from year to year.

Promising Recruitment & Hiring Practices

- | | | |
|---|---|--|
| 1 | Define the ideal teacher | Align this description to your school's vision, culture and performance expectations based on what type of teacher has been successful in your school. |
| 2 | Build a recruitment pipeline | Engage in a variety of traditional and non-traditional recruitment strategies and then prioritize based on where you find your most effective teachers. |
| 3 | Invest in hiring throughout the year | Cultivate candidates early and hire by the spring to bring in the strongest candidates. |
| 4 | Establish a hiring process | Specify what the process steps are, who is responsible and what you are looking for. |
| 5 | Use the hiring process to set expectations | Communicate what is exciting and challenging about working at your school so that candidates are prepared for the school's culture and unsuitable candidates self-select out of the process. |
| 6 | Assign dedicated staff to hiring | Centralize hiring tasks to keep a focus on selection while allowing school leaders and teachers to engage strategically. |
| 7 | Learn from experience | Use data to track success of your recruitment strategies and revisit the process annually to improve. |

Promising Practices in Action

PROMISING PRACTICES IN ACTION

1	Define the ideal teacher	Chicago Public Schools' Office of School Improvement (OSI) has "Seven Non-Negotiables" that its teachers must possess and support.
2	Build a recruitment pipeline	Brownsburg Community School Corporation (CSC) actively recruits top candidates from nearby universities they think will be a good fit.
3	Invest in hiring throughout the year	Rocketship Education starts cultivating candidates in July and August the year before it plans to hire, and gives out offer letters in March and April.
4	Establish a hiring process	Achievement First diagrams its selection and hiring process, specifying each step, who owns it and anticipated outcomes.
5	Use the hiring process to set expectations	Louisiana Department of Education uses scenario-based screening interview questions to gauge how candidates will respond to potential challenges as a teacher.
6	Assign dedicated staff to hiring	DeSoto Parish has an interview committee at each campus comprised of the principal, Assistant Principal of Curriculum and Instruction, Master Teacher(s), core or grade level teacher and district personnel from Curriculum and Instruction.
7	Learn from experience	Citizens Academy Charter School tracks the source of every new teacher and uses the information to revise recruitment strategies for the following year.

Create an “Ideal Teacher” definition that aligns with the school’s mission and drives selection rubrics and evaluation expectations.

- Chicago Public Schools’ OSI publicizes its “Seven Non-Negotiables” it expects teachers in its schools to possess and uphold.
- Candidates are encouraged to reflect on their comfort level with these traits before applying.

Chicago Public Schools

1. A commitment to OSI values and a belief that our students can BEAT THE ODDS
2. A comfort level with TRANSPARENT & PUBLIC SHARING OF DATA
3. Priority focus is increasing student skills as measured by EPAS test scores
4. Full implementation of the WELL MANAGED SCHOOLS MODEL and active participation as an ADVISOR
5. Willingness to support the BLOCK SCHEDULE
6. Authentic commitment to pre-planned and strategic PROFESSIONAL LEARNING both individually and in groups
7. A commitment to personally doing your part to ensure HEALTHY & HONEST COLLABORATION AMONG ADULTS

- YES Prep’s description connects to their overall mission statement and core values.
- Description drives selection rubrics and aligns with evaluation expectations.

YES Prep

DESCRIPTION OF THE IDEAL YES COLLEGE PREP TEACHER

produce a highly refined and polished product. In other words, this teacher epitomizes continual improvement philosophy, always looking for ways to set a higher standard. Besides having great ambition, self-discipline and high quality in all endeavors, the Ideal teacher must take responsibility for directing, controlling, coaching, delegating, and

Target marketing strategies to help establish an effective recruitment pipeline.

Effectiveness of recruitment sources varies by market and by school:

Memphis City Schools

- Uses a nationwide search strategy and targets professional associations to find teachers for STEM positions.

Citizens Academy

- Finds best candidates from advertising in the local paper, word of mouth and targeting Teach For America (TFA) teachers and alumni.

Peak to Peak

- Maintains an open door policy to invite in visitors, including education students, in order to cultivate potential candidates early on and establish a good reputation in the community.

Consider:

- Internet sites
- Referrals, potentially with a bonus
- Emails/Letters
- College Campus Recruitment and Alumni Listservs
- Career Fairs
- Publicity
- Radio/TV Ads
- Flyers/Brochures/Postcards
- Community Organization Outreach
- Print Ads
- Billboards
- Transit Ads



Tracking the source of all candidates as they enter the recruitment pipeline allows schools to review that data at the end of the hiring season and revise the process.

Develop a strategic recruitment campaign that centers on the school's mission.

53%

The number one factor that teachers report attracted them to their school was the “**philosophy/mission,**” with 53 percent of responses.

Urban Prep Academies

Aligns advertisements with mission:

- “The mission of Urban Prep is to provide a comprehensive, high-quality college preparatory education to young men that results in our graduates succeeding in college.”

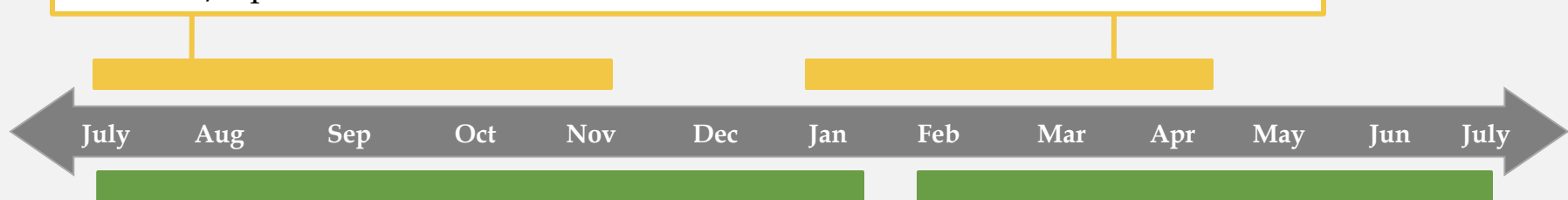


Research shows that only 1 in 40 African American boys will complete college.
At Urban Prep, we believe all of our graduates will.

Invest in hiring throughout the year to compete for the strongest candidates.

Example 1: Cultivate candidates early – Rocketship Education

- July/ August – identify and meet with candidates
- September to November – meet with candidates, host on site, build relationships
- January/February – interview days/selection
- March/April – offer letters



Example 2: Complete hiring by the summer – DSST Public Schools

- October – start recruitment and hiring season
- February to April – best candidates are hired
- May – finish all hiring

Example 3: Hire on a rolling basis – Achievement First

- July/ August – build pipeline of candidates
- September/October – identify and cultivate potential candidates
- November to January – begin resume review and initial phone interviews
- February to June – confirm school vacancies, complete selection process
- June – complete 75% of hiring

Implement a disciplined hiring process to ensure consistency and thoroughness in selection.

Initial Screen	Fit	Ability
<ul style="list-style-type: none"> • Resume Review • Phone Screen 	<ul style="list-style-type: none"> • Interview • School Tour • References 	<ul style="list-style-type: none"> • Sample Lesson • Writing Sample • Portfolio

Brownsburg CSC

Brownsburg uses a “speed-dating” interview format for an initial assessment of candidates before inviting selected candidates back for a longer interview.

Citizens Academy

Citizens Academy Charter School relies on multiple people – such as teachers in the same subject area as the candidate, instructional coach and administrators – giving input into the interview and sample lesson selection activities before making an offer.

Brighter Choice for Girls

Brighter Choice for Girls asks candidates to teach a sample lesson and interviews students after the lesson to see what they think.

This process specifies each step, what competencies are being assessed and what tools are used in the process.

Achievement First

	Outreach	Application Resume	Phone Interview	Finalist Interview	Reference Check
Competencies Measured	<ul style="list-style-type: none"> • Mindsets • Strength of Character 	<ul style="list-style-type: none"> • Breakthrough Student Achievement • Classroom Culture • Mindsets • Personal Effectiveness 	<ul style="list-style-type: none"> • Breakthrough Student Achievement • Strength of Character • Mindsets • Personal Effectiveness • Data Driven Instruction • Classroom Culture 	<ul style="list-style-type: none"> • Effective & Strategic lesson planning • Effective Core Instruction • Academic Rigor • Classroom Culture • Intervention and Differentiation 	<ul style="list-style-type: none"> • Classroom Culture • Mindsets • Strength of Character • Personal Effectiveness
Activities	<ul style="list-style-type: none"> • Webinars • PD • Open House • Cultivation conversations 	<ul style="list-style-type: none"> • Written Application • Essay Questions • Resume 	<ul style="list-style-type: none"> • Phone Interview 	<ul style="list-style-type: none"> • School Tour • Demo Lesson • Principal/Recruiter Interview 	<ul style="list-style-type: none"> • Reference Check
Tools	<ul style="list-style-type: none"> • Best Practices Documents 	<ul style="list-style-type: none"> • Written Application 	<ul style="list-style-type: none"> • Phone Interview Template • Effective Follow Up Questions 	<ul style="list-style-type: none"> • Demo Lesson Debrief Template • Interview Questions • Candidate Summary Sheet 	<ul style="list-style-type: none"> • Reference Check Questions

TNTP developed trainings and supplemental resources for principals as part of its effective staffing series.

These tools and more are available for download from the Toolbox:

- Effective staffing training presentations
- Sample candidate evaluation forms
- School marketing templates

Effective Interviewing

Teacher Candidate Evaluation Form

Applicant _____ Interviewer _____ Date _____

TEACHING ABILITY : Demonstrates an appropriate knowledge of content and pedagogy

- _____ Conveys ideas and information clearly
- _____ Provides reasonable examples of effective lesson-planning, instructional strategies, and/or student assessment
- _____ Makes content meaningful to students in the district
- _____ Sets concrete, ambitious goals for student achievement
- _____ Addresses the multiple and varied needs of students in the classroom

School Name

Photo/graphic:

- Your school exterior
- Photo of students and/or teachers

School motto or slogan

School Name
School Address
City, State 10002
(212) 555-5555
www.website.com

Introductory text:

Block of text about the school—should be motivating and positive, highlighting any overarching themes or goals that are original to the school.

Message from the Principal

- Highlight yourself as a leader
- Include a short message or quote

General information:

“Quote from a teacher about

Use the hiring process to set expectations about the school's culture.



“We have a rigorous selection process, and we talk about feedback a lot during the process. After the candidate’s sample lesson, they get feedback on it. Then the candidate observes another class, and we ask what they thought of the lesson and how they would compare the two. **At every level, we want to simulate what it looks like to work here.**”

-Human Capital Manager, West Denver Prep

“We always give feedback on a candidate’s sample lesson to see how they take it. **It’s a culture fit indicator** if they’re open to it and excited to try something new.”

-Executive Principal, Peak to Peak

Communicate school expectations during the hiring process through documents, modeling and conversations with current staff.

Key messages	Ways to convey in hiring process
"Our core values are..."	Customize your job description language and marketing materials to incorporate your school's core values.
"We value teachers' time."	Value the candidates' time by cultivating them early and getting back to them quickly.
"Our teachers' jobs are demanding."	Conduct a demanding interview and selection process.
"We require staff to be open to feedback."	Deliver feedback as part of the interview process and see how candidate reacts and incorporates it.
"We use student data to drive instruction."	Have the candidate review a sample student data report as part of the interview.
"We value teachers' input in leadership decisions."	Include current teachers in the interview process.
"We integrate parents into our school."	Schedule a conversation with parents as part of the teacher interview process.
"Our staff work long hours," and other cultural expectations.	Connect the candidate with a current teacher outside of the interview process to discuss the realities of the position.

Districts, networks and schools use different approaches to centralize hiring based on their size and needs.

DeSoto Parish

District with 13 schools

Centralized Human Resources (HR) strategically supports school-based hiring

- Each school has an interview committee comprised of mostly school-based staff in addition to a district representative.
- Applicants approved by the interview committee must go through a final interview with the Superintendent and Director of HR.

Chicago Public Schools

Urban district with 600+ schools

High needs schools have a separate hiring process

- Office of School Improvement (OSI) conducts hiring for turnaround schools.
- OSI Human Capital team conducts hiring sessions during the spring and sets milestones for the number of hires by date and position.

Peak to Peak

Independent charter school

School staff members coordinate hiring

- Training on the full hiring process is part of induction for every staff member to prepare everyone to participate in hiring.
- Three staff members have hiring as a formal part of their jobs.

Centralize hiring activities to allow school leaders and teachers to engage more strategically.

Hiring Process	Principal	Other Admin	HR Director/ Department	Teachers	Parents	Students
Recruit and cultivate candidates			X			
Collect applications			X			
Resume screen			X			
Phone screen			X			
Interview	X	X	X		X	X
Review of writing sample			X			
Observation of sample lesson	X	X	X	X		X
School tour		X	X	X		
Check references			X			
Final job offer/ decision	X	X	X			



HR Director drives most aspects of the hiring process so Principal and other staff can be involved in selective aspects

Track data throughout the hiring process to enable schools to learn from experience.



Data collection:

- Where did candidates first hear of your school?
- Where did they get their information about your school (website, brochure, etc)?
- What source did each candidate come from (not just new hires)?
- Demographics that you want to consider in hiring, such as certain subject areas, years of experience, or diversity.
- How many candidates advance to each round of the hiring process?

Factors to consider:

- How do these data points differ for your most effective teachers?
- How much time and money did each source of candidates cost?
- Are there sources where you get higher quality candidates, even if you recruit fewer in total?

Use data to drive strategic improvement of the hiring process.

Citizens Academy

- The HR Director tracks the source of every new teacher and uses this information to revise recruitment strategies for the following year:

Method	# of hires	# of great hires	Cost	Analysis	Try Again?
Word of mouth	3	2	0	Best results, best candidates, pursue all angles!	Yes
Plain Dealer (local newspaper)	4	2	700+	Best local resource, hit or miss, receive hundreds of resumes for a small number of good candidates	Yes
ODE Website	0	0	0	It's free, keep using it	Yes
Teacher – Teachers	0	0	\$750/year	We have paid through April, keep using until then	Yes
HBCU Connect Site	0	0	~\$250/post	Expensive, not education focused enough	No
Idealist.org	0	0	~\$60/post	Not commonly used in Midwest, not effective	No

- Track all methods
- Differentiate by teacher quality
- Track cost
- Use data to revise process in the future

Explore additional tools for this Toolkit on the [Full Toolbox](#) page. Also, be sure to access the five other Toolkits of the [Teacher Talent Toolbox](#) to craft a complete talent management strategy.

